

Appendix G:

IT Strategic Planning Process

The DIT strategic planning process is an iterative and collaborative undertaking. As depicted below, the heart of DIT's planning lies in the core mission, vision and values developed jointly between the Governor and the employees of the executive branch. The planning process is designed to keep IT efforts aligned with current priorities on an ongoing basis.



Figure 1: DIT Planning Process

The formal DIT planning process consists of three distinct phases (each with distinct steps).

1. Initiative Gathering and Alignment

- A. Assign executive sponsor and steering committee
- B. Stakeholder data collection
- C. Information Officer review
- D. Executive office review
- E. Advisory alignment (mission/vision/values, DIT goals, gubernatorial issue areas)

2. Prioritization and Commitment

- A. Initiative portfolio analysis and prioritization
- B. Initiative estimation and measurable outcomes
- C. Budget review
- D. Commitment
- E. Communication plan
 - i. Publishing of DIT Strategic Plan

3. Implementation and Ongoing Management

- A. Initiative reporting process
- B. Monitoring and measurement of expected outcomes
- C. Ongoing communication plan

Each phase is detailed in the following section:



Phase One Overview (Initiative Gathering and Alignment)

Step One: Assign Executive Sponsor and Steering Committee

- This step gained the required oversight from the executive office by naming a small planning workgroup. Carol Steffanni, Director of the Office of Strategic Policy, is the executive sponsor and the Office of Strategic Policy's Planning and Research division was assigned responsibility for project completion. The steering committee consists of the following participants:

Name	Title
Teri Takai	Director of Information Technology (State Chief Information Officer)
Carol Steffanni	Director Strategic Policy and Executive Sponsor
George Boersma	Director Office of Technology Partnerships
Norm Buckwalter	Director Contracts and Procurement Services
Karen Tarrant	Director Office of Employee and Financial Services
Ken Theis	Director Agency Services
Dan Lohrman	Director IT Security & Disaster Recovery

Step Two: Stakeholder Data Collection

The Strategic Plan's vision, goals, objectives, and strategies were developed after an extensive planning process to determine our customers' and employees' priorities for state information technology. It also reflects information collected from Executive Orders, audit reports, town halls, and informal meetings with operations staff. The table below indicates the specific stakeholder audience information and details the forum, method or document that was used to gather input for the IT Strategic Plan.

Stakeholder	Forum, Method or Document
Governor Granholm	<ul style="list-style-type: none"> One-on-One meetings, reviews and presentations Cabinet Plan and Gubernatorial Goals
Director Takai	<ul style="list-style-type: none"> One-on-One meetings, reviews and presentations Confirmation Hearing Statement
Governor's Executive Staff	<ul style="list-style-type: none"> One-on-One meetings, reviews and presentations Governor's Advisory Planning (GAP) Team Cabinet Plan and Gubernatorial Goals Office of Budget
DIT Executive Staff	<ul style="list-style-type: none"> One-on-One meetings, reviews and presentations DIT Leadership Team (Workshops, Reviews and presentation)
Client Departments	<ul style="list-style-type: none"> One-on-One meetings, reviews and presentations Departmental Plans (Goals, Initiatives and Alignment to Gubernatorial Issue Areas) Michigan Information Technology Executive Council- MITEC (Guiding Principles, Business Themes and priorities)
Michigan Citizens	<ul style="list-style-type: none"> Cyberstate.org (Survey's, Polls and Studies) Independent Research Firms (Survey's, Polls and Studies)
Technology Thought Leaders	<ul style="list-style-type: none"> Cyberstate.org Technology Futures Work Group Vendors Universities
DIT Staff	<ul style="list-style-type: none"> Group meetings, reviews and presentations Mission, Vision, Values (Survey's and workgroups) DIT Service Delivery Improvement Initiative (Process Improvement Teams) Management Information Systems Association – MISA (Survey's and workgroups)
Legislative Mandates	<ul style="list-style-type: none"> Client or Departmental Memorandums DIT Service Delivery Staff (Questionnaires and Surveys) Legislative Memorandums / Publications
Other Governmental Entities (State, Local and Federal)	<ul style="list-style-type: none"> National Governor's Association, National Association of State CIO's, US General Accounting Office (GAO) and Office of Management & Budget (OMB), Other State's Technology Strategic Plans, Center for Digital Government (Survey's, Polls and Studies) Independent Research Firms (Survey's, Polls and Studies) Michigan cities and counties



Figure 2 – Stakeholder Feedback and External Influences

Step Three: Information Officer Initiative Review

The Planning and Research Division gathered existing planning materials, project plans, goals, etc. and guided the DIT Information Officers, for each department, through a series of information gathering efforts. These efforts included capturing the top priority initiatives, expected outcomes, measures and metrics, and other details needed in the planning process.

Once departmental information was compiled, the team performed a rapid assessment to identify departmental priority initiatives, inter-departmental or inter-governmental initiatives, high profile initiatives, and a timeline of each initiative.

Step Four: Executive Office Review

DIT's executive office developed descriptions of the goals and objectives on which DIT is primarily focused. The executive office also provided a list of mandated initiatives and measurable outcomes. This input was used to compile DIT's priorities for the next four years.

Step Five: Comprehensive Analysis

The planning and research division then compiled and analyzed the initiative data and a preliminary alignment of current agency work activity to executive public policy statements (*State of the State and DIT's Goals and Objectives*). The team determined how current DIT efforts highlight executive goals. Furthermore the team identified synergies, potential conflicts, and concerns among the initiative portfolio.

The first priority was to determine how the initiatives, as a group, aligned with the Governor's issue areas and DIT goals. The secondary focus was to analyze initiative dependency, synergies and potential conflicts. To this end, initiatives were examined to determine where agencies were duplicating efforts, working together to exploit synergies, and how the DIT Director and Executive Steering Committee could work together to ensure the initiatives' success.



Phase Two Overview (Prioritization and Commitment)

Step One: Initiative Portfolio Analysis and Prioritization

During this process the initiatives collected and defined in Phase 1 were reviewed, prioritized and finalized. What resulted was an initiative portfolio with two distinct priorities. The initiative portfolio analysis was completed, with alignment being made to DIT goals and objective as well as the Governor's six priority areas: Education, Economy, Health Care, Better Government, Environment and Hometown Security. A collaborative process was undertaken by the team to determine initiatives that met targeted objectives for these six areas.

Step Two: Initiative Estimation and Measurable Outcomes

This step involved the development of initiative metrics and expected outcomes. Once the initiative list was finalized the Information Officers were asked to provide measurable outcomes and specific milestones for each DIT strategic plan initiative. The Planning and Research Division and each IO worked to refine the definition of key milestones and measurements for each initiative.

Step Three: Budget Review

Each IO has been responsible for ensuring adequate budgets exist for each initiative. They have allocated resources accordingly and work with the State Budget Office to ensure critical initiatives are included in the Governor's budget request.

Step Four: Commitment

DIT Director Teresa Takai, all Information Officers, and the Office of Strategic Policy have committed to achieving the objectives of the DIT Strategic Plan.

Step Five: Communication Plan

External messages will follow DIT Strategic Plan milestones and requests as appropriate. In addition, a meeting is being scheduled internally to cascade the DIT Strategic Plan to the next layer of managers responsible for the execution of the plan.



Phase Three Overview (Implementation)

The DIT Strategic Plan has progressed through the first two phases of the planning process and is currently in phase three. In phase three, the implementation phase, the following steps will be executed to maintain the plan.

Step One: Initiative Reporting Process

This step includes monthly reporting of the status of each priority initiative through a Dashboard Metrics tool, updated by the responsible Project Manager. A standard report format will be used displaying the status of initiatives categorized by the colors red, yellow or green.

- Red denotes an initiative is “Behind Schedule”
- Yellow denotes an initiative that “May Face Challenges”
- Green denotes an initiative is “On Target”

This proactive reporting focus is essential to track and monitor the milestones and metrics of each priority initiative. Additionally, this process will ensure the success of inter-departmental initiatives where dependencies exist among multiple agencies (and Information Officers).

Step Two: Change Control and On-Going Measurement

In this step the Office of Strategic Policy will ensure that the State of Michigan IT Strategic Plan is current. As changes occur or project scope is modified, this important step will keep those affected well informed.

Step Three: Ongoing Communication Plan

An overview of the Strategic Plan initiatives is included in the 2004 DIT Strategic Plan. Subsequent messages will be phased in over the three-year planning cycle as appropriate. This plan and its milestones will create a communication road map for the DIT’s executive committee and allow them to keep Michigan’s citizens and DIT’s client agencies informed of developments as they occur and give clear direction about the future vision for IT in our state.